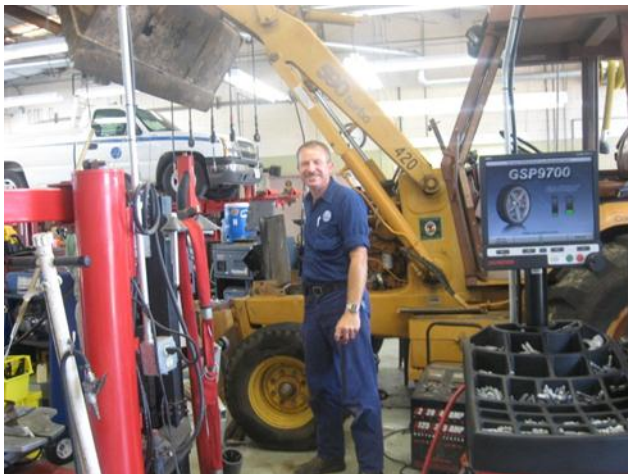


2013

Public Works Department Business Plan



City of Sugar Land

PUBLIC WORKS DEPARTMENT BUSINESS PLAN

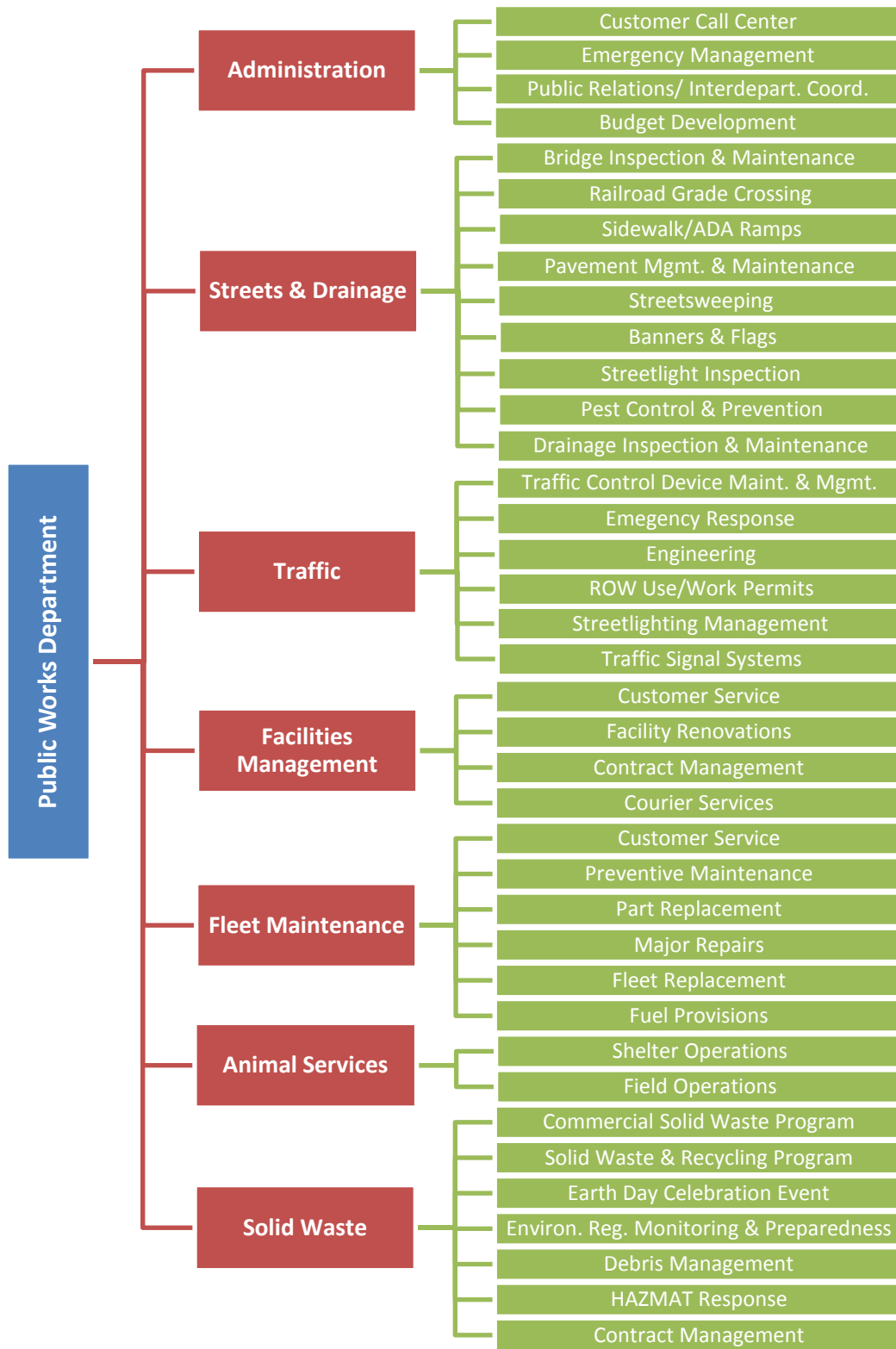
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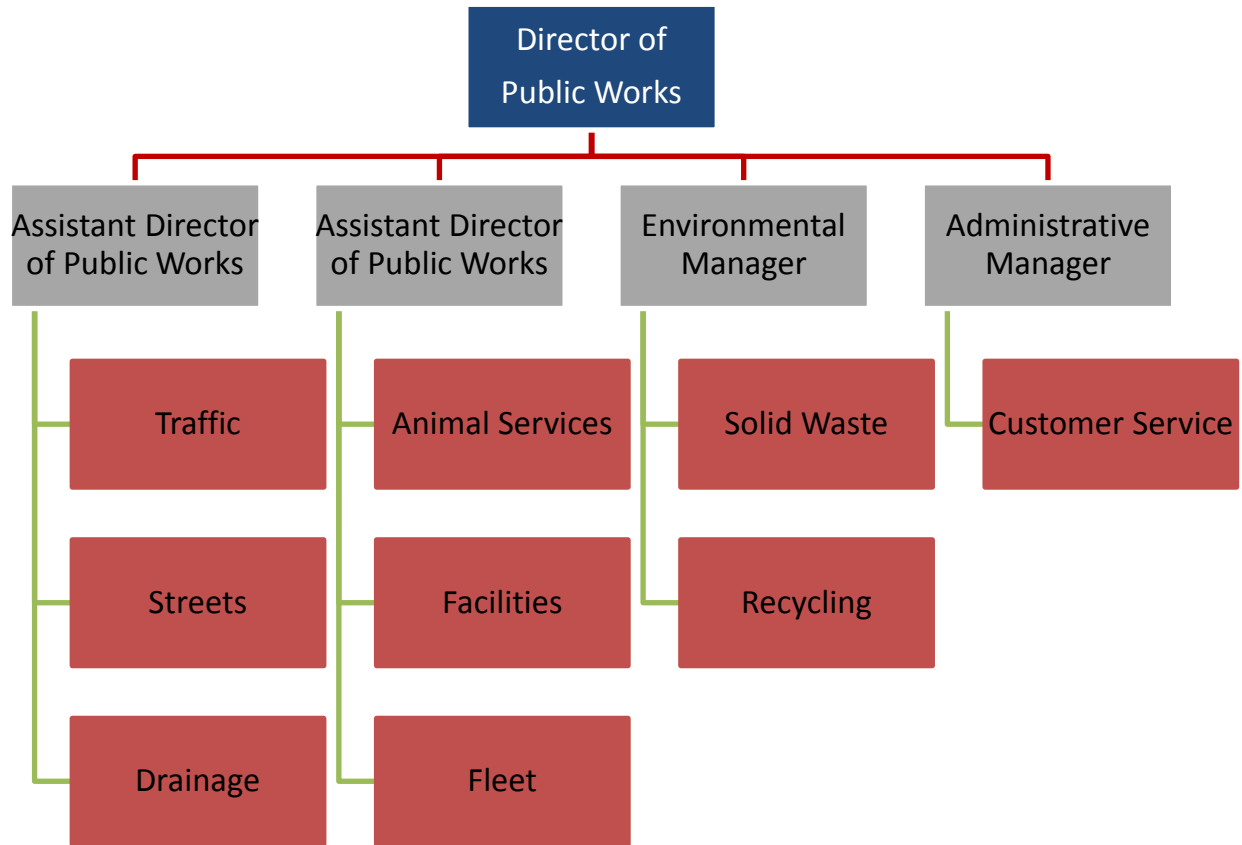
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ORGANIZATIONAL & FUNCTIONAL STRUCTURE





2013 PROGRAM OF SERVICES

PUBLIC WORKS ADMINISTRATION - 1405

PROGRAM SUMMARY

The Administration Division of Public Works sets the annual departmental goals and strategies and provides organizational direction and control to accomplish those goals throughout the year. The division also provides budget coordination and management to ensure that all divisions operate within their budgets on an ongoing basis.

The Public Works Department takes pride in promptly responding to residents and addressing issues effectively and efficiently. Our goal is to continue to manage our key performance indicators. The Department would like to identify better tracking systems to measure some of the service levels to help prove that the service levels are being met according to customer expectations. Citizen inquiries, complaints and work order logs will help track performance measures for some services.

SERVICES AND SERVICE LEVELS

Service: Customer Call Center

The call center is managed and calls are answered 24 hours a day, 7 days a week. The call center is responsible for fielding all calls for the Public Works and Water Utilities Departments and tracking them in the HEAT system. The staff manages the calls by either giving out requested information or, if work is requested, by generating work orders. Incoming calls and customer requests originate from various sources including residential, commercial, developers, builders, and other city departments. Calls for service can also be generated through the City's website.

After hour calls for service are handled by an after hour answering service and delegated to on-call staff as appropriate. The after hour calls are handled by an answering service Monday thru Thursday, 5:00 PM-7:00 AM, Fridays until 8:00 AM, and 24 hours on Saturday and Sunday. A quarterly Customer Service Survey is conducted, based on the External Customer Service Policy CA 117, which requires a minimum of 20 customers be contacted regarding customer satisfaction.

Service: Emergency Management

Should the Emergency Operations Center be activated, personnel and equipment are available 24 hours a day, 7 days a week to be deployed pre, throughout, and post a disaster. The objective is to reduce the severity of impact and address the aftermath of a disaster in order to restore facilities and infrastructure, as well as, to provide support to other City departments upon request. All Public Works equipment and personnel will be available to respond to any disaster through the coordination of internal and external resources. The division is also responsible for ensuring that its portion of the Emergency Operations Plan, Annex K, is updated annually.

Service: Public Relations & Interdepartmental Coordination

The Administration Division maintains communication between personnel, city administration, elected officials, and citizenry through reports; agenda request documentations, FYI memorandums, and formal reports. The division interacts with the public and responds to resident and customer concerns or inquiries via phone, email and face to face visits. The division will represent the City at HOA meeting and other civic functions, as requested.

The Administration division ensures all internal deadlines are met by serving as the liaison for coordination with other departments. This includes coordination with Human Resources for training and personnel issues, serving as the central take point for submissions to other departments for payroll and accounting, ushering agenda items through the City Secretary's office, and archiving.

Service: Budget Development

The Division develops, coordinates and assists all department Divisions in the development of the operational budget. The Division develops and coordinates the projection of funds developed for the next fiscal year and coordinates all budget adjustments. The Division also serves as the intake point for all co-op CIP requests. Contracts and purchase orders are managed by the prospective division.

SERVICE LEVEL EXPECTATIONS

Program: Administration	
Service (Activity)	Service Level Expectation
Customer Call Center	Ensure 100% of calls are answered 24/7 by a live person and that work orders are assigned within 48 hours.
Emergency Management	Respond to requests within 30 minutes during normal business hours; 1 hour for after hours.
Public Relations & Interdepartmental Coordination	Ensure a representative of Public Works is present at 100% of requested meetings and that 100% of interdepartmental deadlines are met.
Budget Development	Ensure the department stays within 98% of General Fund projected budget compared to actual budget.

STREETS & DRAINAGE – 1410

PROGRAM SUMMARY

The Streets & Drainage Division is responsible for the administration and operation of the City's public streets, sidewalks, bridges, and drainage system. The City is divided into two areas of responsibility. The North Division covers everything North of Hwy 59, and the South Division covers everything South of Hwy 59.

SERVICES AND SERVICE LEVELS

Service: Bridge Inspection

There are 49 Bridges owned by the City. The Division visually inspects each bridge structure annually, looking for any problems needing immediate or future scheduled repair. Biannual inspections are performed by the State (TXDOT) and reports are sent to the City with recommendations for repairs if warranted.

The Division budgets annually for the repairs needed to one or more bridges depending on extent of required repairs. This annual budget item will include the design and bid with the work being performed by an outside heavy construction contractor. There are currently 8 bridges in need of repairs, 3 have been scheduled this year. There is also been a new CIP project designated for bridge repairs.

Service: Railroad Grade Crossing

The Division inspects all crossings quarterly. The Inspector reports loose rails, ties, concrete panels, cross arms or other defects to railroad property to Union Pacific. The Division maintains only the asphalt approaches adjacent to the crossings. The Division maintains a list of crossings in need of asphalt work at the approaches. The determining factors for needing work include ride quality and appearance. Both are subjective. The Street Division removes and replaces the asphalt at the railroad crossings to keep a smooth ride over the crossings. When working in the railroad rights-of-way, Union Pacific Railroad is contacted so they can be on site when City crews are working.

The Street Division coordinates with the other entities as needed to ensure safety for all workers and the public. Public notification of a scheduled repair project is given at least two days in advance of the work schedule. Notification is made to the general public through use of the message board and by notifying Sugar Land Dispatch.

Service: Sidewalk/ADA Ramps Program Inspection

The Street Division is responsible for approximately 450 miles of sidewalk and ADA curb ramps within street right-of-way. The Division repairs sidewalk as requested by residents and as identified in annual inspections by utilizing both in-house crews and outside contracts. Additionally, visual inspections are

made daily while driving to and from job sites. Areas in need of repair are added to the database and corresponding GIS coverage map.

Level 1 priority includes major sidewalk failures that are greater than 3-4 inches between panels. Level 2 priorities include failures of 1-3 inches between panels. Minor trip hazards, which are classified as level 3 priorities, are 1 inch or less and are contracted out as necessary.

The department has begun detailed annual inspections with every violation captured in GIS. As a result, the City has identified approximately 220,000 linear feet in need of repair. The volume of repairs needed prompt an increase in the budget to contract out repairs needed throughout the City that cannot be addressed by City forces. Therefore the Division has developed a plan to repair all failures in order to bring the work load back to a manageable level. Now that the Division has a better understanding of the scale and scope of work, it can budget accordingly in the future.

Service: Pavement Management & Maintenance Program

The Street Division is responsible for approximately 747 lane miles of concrete pavement and curbs.

Activity: Pavement Inspection

The Street Division makes an annual inspection of all roadways throughout the City to determine and record all failures. These are prioritized based on severity, roadway classifications and size. Staff then determines which repairs will be addressed and by which method.

The size of the failure and work required determines whether the repair will be completed by City crews or the contractor. The Division repairs broken curbs as needed throughout the City except for driveway connections and curb cuts made by residents for drain lines from their property.

The department also contracts for a comprehensive pavement assessment every 5 years. The last pavement assessment was completed in 2005. This assessment identifies the expected life of all roadways and recommends appropriate projects through the 5 year CIP. This assessment is currently underway and will be complete by early 2013.

Activity: Pavement Repair & Maintenance

An annual inspection is completed before the street rehabilitation contract is bid so there is a current list for the contractor. Pavement repair and replacement prioritization will be based on the Pavement Condition and Roadway Classification for each pavement section. The Division provides an inspection list of streets and curbs within the City, rate each on the list and allocate budget accordingly. Annual street rehabilitation contracts handle most major repairs. These repairs are performed under the annual streets rehabilitation contract.

The division budgets annually for priority repairs that cannot be addressed by City forces. This annual budget item will include the identification and bidding of work that will be performed by an outside heavy construction contractor.

In addition to this year's annual repair contract, the city will be contracting with HVJ to perform the following tasks:

- Define City's Street Inventory
- Conduct Pavement Condition Surveys on all the centerline miles of City accepted and maintained streets.
- Develop a pavement condition score for each street block to enable sorting and ranking by street condition enabling assessment of current network condition.
- Estimate current maintenance, rehabilitation, and reconstruction (MR&R) needs and priorities based on projected deterioration.
- Produce a Final Report that can be used as both a planning tool and supporting information for maintenance budgets and Capital Improvement Projects selected for the City's 5 Year Capital Program.

Activity: Concrete Raising

Concrete raising is a process used to restore structurally sound, yet settled, concrete pavement to its proper elevation. The process reduces or eliminates standing water and improves ride quality. Concrete raising is a contracted service currently provided through the Fort Bend County Interlocal Agreement. An inventory list of all candidate sites for concrete raising is maintained by the Division. The Division inspects all locations upon completion to ensure the standing water has been eliminated or reduced to less than a quarter of an inch in depth, the allowed tolerance. Pavement failures not addressed by raising are addressed through the On-Call Service Contract or the CIP Street Rehabilitation Project.

Activity: Concrete Restoration

Approximately 40 percent of water repairs require removal of existing sidewalks, driveways, or streets. After the Water Utilities finishes the repairs and the affected area has dried up and settled, Public Works crews set forms and pour concrete back to its original state. Smaller repairs (less than 2 yards) like sidewalks will be poured using the division's concrete mixing trailer and larger jobs require concrete be delivered or can be outsourced.

Service: Street Sweeping

A contractor performs sweeping services through a one-year contract with four one-year renewal terms. The contractor uses vacuum type street sweepers, which are more efficient in removing dust and dirt particles than mechanical broom sweepers. Street Sweeping operations are based on two cycles. We have a routine monthly cycle which consists of arterials, major and minor collectors with heavy tree canopies and no residential frontage. The second cycle is a supplement to what TxDOT performs on Hwy 59. The cycle performs sweeping along Highway 59 main lanes and Intersections once a month; sweeping is not performed in residential areas. The Department inspects each location for contract compliance after each sweeping cycle. The field supervisor inspects key areas to determine if additional sweeping is needed.

Service: Banners & Flags

The Public Works Department applies to TxDOT for temporary sign placement per the agreement between CenterPoint Energy and the City of Sugar Land. Public Works staff will install the banners and maintain them when necessary. Refer to Policy PW105, Streetlight Banner and Flag Placement Program which sets procedures for the City's placement of streetlight banners and flags at City-owned public facilities and within the public ROW. Flags are placed at fifteen major street intersections for President's Day, Memorial Day, Flag Day, Independence Day and Veteran's Day. Flags are installed at dawn and removed at dusk of the day recognized. The banners and flags are installed by City crews and are purchased through an outside vendor.

Service: Street Light Inspection

The Public Work Department inspects all street lights within the street ROW quarterly for proper operation. Any street light found not working is documented and reported to CenterPoint or the relevant HOA for repair. Average repair time is three to four days for minor issues. Major repairs can take up to two to four weeks.

Service: Pest Control & Prevention

Activity: Mosquito Spraying

The mosquito spraying service is performed under contract by licensed pesticide applicators. The current most effective chemical, Kontrol 30+30, is distributed with a UVL Mister that is mounted on a pickup truck and distributed along all city streets, and within City Parks every Friday night beginning at 9:00 p.m. and concluding at dawn. This service is scheduled by the Public Works Division which normally begins in April and continues through October. Additional spraying is requested during heavy infestation of the mosquito pest. The department provides routine updates in the City Newsletter, SLTV, and press releases to the News Media describing precautions residents can take to protect themselves as proactive management practices to reduce nuisance mosquitoes, and provide efficient use of budgeted funds. The division conducts routine inspections to verify proper application methods and documents problem areas. In utilizing City staff and contractors the mosquito control program effectively controls the adult mosquito population through an aggressive larvicide and adulticide application.

Activity: Larvicide Treatment

Larvicide briquettes are placed in standing water sites throughout the city in open ditches, culverts, low areas in the street right of way. The proactive use of larvicide is the most effective approach in combating the mosquito, because it prevents the mosquito larva from hatching out and becoming an adult mosquito. Managing an effective larvicide program reduces the need to spray mosquito adulticide.

Areas of frequent standing water and possible breeding sites for mosquitoes are documented via GIS to create a visual map of treated locations. The division applies 1 briquette of larvicide per every 100 square foot of standing water with each application.

Service: Drainage Maintenance

The Streets & Drainage Division maintains detention ponds, ditches, storm sewers, vegetation in the Oyster Creek waterway and three dams. The service activities include detention ponds, ditches, storm sewers, and Oyster Creek which are outlined below. In addition to these activities, the division also responds to major rain events.

The City purchased Dams 1, 2 and 3 from Water Control and Improvement District 1 in September 2007. Though the City owns the dams, they are operated by the Gulf Coast Water Authority (GCWA). In 2010, the Texas Commission of Environmental Quality (TCEQ) mandated that all dam owners must develop and receive TCEQ approval of a Dam Emergency Operations Plan (EAP). Public Works has developed Emergency Management Procedures and operational inspection procedures for the dams and have submitted them to TCEQ for approval. Public Works has not been notified of approval or denial at this time.

Activity: Water Hyacinth Control

The division applies 19 applications in Oyster Creek per year to control vegetation within the Oyster Creek watershed within the City Limits. Applications usually occur in the warm weather months but may continue year round depending on the level of vegetation in the water.

Activity: Detention Pond Maintenance

The division maintains detention ponds in order to allow for safe, positive drainage and to prevent loss of life and property.

Routine maintenance is performed at MUD 21 pump station to keep debris from blocking the inflow to ensure the pump system is maintained and working as efficiently as possible. Crews check and monitor discharges so pumped water doesn't recycle. Funding for the electricity is budgeted each year but cost is unpredictable due to rain events. The Division manages electricity costs by ensuring pumps are running only when necessary.

The Division also mows grass in electrical fenced area around the MUD 21 pump station. The rest of the facility, including the detention ponds, is mowed by an outside contractor (rough cut mowing contract) through the ROW Division/Parks and Recreation.

Other detention ponds throughout the City are owned and maintained by an HOA, TxDOT, or a private company. The Division monitors privately maintained detention ponds throughout the City to ensure proper drainage as well as water born vegetation outbreaks.

Activity: Open Ditch/Storm Sewer Inspection & Maintenance

Currently there are approximately 524 miles of open ditch and storm sewer lines, and approximately 7,360 storm sewer inlets. Routine inspections of the storm sewer inlets and open ditches are performed before and during heavy rain events to ensure positive drainage and to reduce flooded streets and the possibility of loss of life and property. The crews remove leaves, grass clippings, newspapers and trash can lids that are the common causes blocking the inlets and constricting the flow of rainwater. Any homeowner complaints are responded to within a 24 hour period.

Flood gates are inspected quarterly, operated and grease applied to the stem to make sure they operate freely. Outfall pipes and slope pavement on the large drainage channels are inspected quarterly for any failure or erosion that could affect positive flow from the subdivisions. Storm sewer manholes are repaired and reset as needed. Periodically open ditch cleaning is required to remove silt that has accumulated in the bottom of the ditches and culvert. Depending on the scope of work, in-house employees are capable of cleaning small sections of open ditch.

The Division also budgets annually for priority repairs that cannot be addressed by City forces. This is done through an on-call service contract for major repairs to outfalls, storm pipe failures and inlet/manhole failures.

For larger ditch projects assistance is available through the Interlocal Agreement in place between Fort Bend County and the City of Sugar Land. The A-22 Drainage channel is maintained by the Fort Bend County Drainage District. LID ditches within the City limits are maintained and operated through a contracted operator hired and paid by the LID.

Activity: Rain Event Response

Public Works receives reports of high water accumulating from residents or Sugar Land dispatch and crews are sent to the areas of concern to make sure there are no leaves or debris restricting flow. When the storm sewer system is at full capacity, the water will start ponding on the streets and cause street flooding which requires crews to place barricades at intersections to alert the motorists of high water and prevent vehicles from stalling and blocking the street in case an emergency vehicle needed to respond in that area. The City owns the dam systems, however GCWA operates the dam system, there are three dams in Sugar Land. GCWA personnel manually operate dam 1 and dam 2 by removing the boards at the spillway. Dam 3 is automated. Staff also monitors the operation at the dam to assist GCWA operators if needed. The Amil Gates at the Brooks Street diversion are a flood control device which opens and closes automatically based on water levels in the channel. The gates are operated and maintained by City of Sugar Land Drainage Division. During normal working hours crews are available to respond in a matter of minutes to any type of call. After normal work hours, calls are received from the answering service and the on-call employee handles the calls for service. The on-call employee either carries a cell phone or pager.

In case of an emergency and additional personnel are needed, the on-call person has a list of employees and managers that are available.

SERVICE LEVEL EXPECTATIONS

Program: Streets & Drainage	
Service (Activity)	Service Level Expectation
Bridge Inspection	Inspect bridges annually and conduct repairs as necessary.
Railroad Grade Crossing	Inspect crossings quarterly and schedule repairs with Union Pacific as necessary.
Sidewalk/ADA Ramps Program Inspection	Inspect requests for services within 24 hours. Inventory and prioritize repair locations annually.
Pavement Management & Maintenance Program	<i>Service Levels as Defined by Activities Below:</i>
<i>Pavement Inspection</i>	Perform pavement assessment annually.
<i>Pavement Repair & Maintenance</i>	Respond to complaints within 24 hours and provide resident with a schedule of when to expect repairs.
<i>Concrete Raising</i>	Investigate requests within 24 hours. Repaired based upon the severity and if funds are available. If funds are unavailable, identify project for next fiscal year.
<i>Concrete Restoration</i>	100% of Concrete and landscape restored to original state within 14 days of repair completion.
Street Sweeping	Sweep 100% of all major arterials, major and minor collectors monthly.
Banners & Flags	Ensure banners & flags are placed in accordance with City Policy, PW 105.
Street Light Inspection	Inspect all street lights quarterly and report outages to CenterPoint for repair.
Pest Control & Prevention	<i>Service Levels as Defined by Activities Below:</i>
<i>Mosquito Spraying</i>	Spray weekly during the months of April-October. Additional spraying may be requested during periods of heavy infestations.
<i>Larvicide Treatment</i>	Perform routine larvicide applications every 150 days at sites which hold water for 7 days or longer.
Drainage Maintenance	<i>Service Levels as Defined by Activities Below:</i>
<i>Water Hyacinth Control</i>	Apply 19 applications a year.
<i>Detention Pond Maintenance</i>	Inspect pump station before and during a rain event.
<i>Open Ditch/Storm Sewer Inspection & Maintenance</i>	Respond to homeowner complaints within a 24 -hour period.
<i>Rain Event Response</i>	Respond to events within 30 minutes during normal business hours; 1 hour for after hours or on-call response.

PROGRAM SUMMARY

The Traffic Engineering and Operations Division is responsible for ensuring safe and efficient operations of traffic throughout the City while maintaining and monitoring traffic signals, school zones, regulatory signs, street name signs and public information signs located on City streets, high mast lighting systems on freeways and state highways within the City as well as the Railroad Wayside Horn systems. This program is responsible for the engineering, maintenance, and operation of all traffic control and traffic calming devices within the City limits. Traffic control devices include the following: traffic signals, signs, pavement markings and roadside flashers and wayside horns.

SERVICES AND SERVICE LEVELS

Service: Traffic Control Device Maintenance and Management

The Traffic Division is responsible for maintenance of all traffic control devices. The main activities included under this service are traffic signal and wayside horn maintenance along with sign maintenance. In addition to the activities listed, the division also monitors and maintains inventory and pavement markings.

In order to rapidly respond to calls for service, the Division keeps an inventory of materials on hand. Items that are on inventory include sign making materials, electronic traffic signal equipment, traffic signal poles and complete traffic signal cabinets. Inventory has to be assessed for accuracy so that the annual inventory is correct.

Activity: Pavement Markings

The Traffic Engineering and Operations Division provides routine inspections, maintenance and inventory of all the City's pavement markings. This includes the perennial replacement of worn pavement markings. Due to this workload a contractor is utilized to assist staff. The material of choice is thermoplastic pavement markings because it has the best effective properties and can last up to three years under favorable conditions. Thermoplastic markings in general are a high cost item to maintain and are installed in high volume traffic areas. Painted pavement markings have a tendency to wear faster than thermoplastic but can be replaced at a fraction of the cost of thermoplastic. Painted markings will be utilized in low volume traffic areas.

In-pavement lighting, as seen at US 59 and SH 6, is also maintained by the Traffic Division. This form of pavement marking helps motorist navigate through the triple left turn safer.

Activity: Traffic Signal, Roadside Flasher, and Wayside Horn Maintenance

The Traffic Operations Division operates and maintains 79 traffic signals, 46 roadside flashers, and 11 railroad wayside horns within the City. Quarterly inspections and annual preventive maintenance help insure proper operation and minimizes the occurrences of malfunctions. As part of the inspections, the technician checks for obvious problems that may occur due to exposure to the environment. Annual preventive maintenance is performed on all traffic signals throughout the City. As part of the annual maintenance, all equipment is tested for proper operation and cleaned while taking positive steps to repair or replace defective equipment. The Annual Preventive Maintenance Program is a proactive method used by the City to help prevent emergency calls for a signal repair during critical rush hour traffic. It has shown that conducting our own preventive maintenance program gives the technicians “ownership” of their work, and pride in workmanship. The Division can also perform any necessary traffic signal modifications in house. This year Traffic Operation implemented 14 new locations with the flashing yellow arrow bringing the total to 31 locations throughout the City. The Division has personnel working offset shifts from 7 a.m. till 7 p.m. on weekdays. One technician is also on call 24 hours a day, 365 days a year. This work schedule has personnel available to respond to traffic concerns within 30 minutes during both morning and evening rush hours without having to call someone in from home.

Activity: Sign Maintenance

All street and traffic signs within the City are inspected for damage, vandalism, good reflective properties, and that they are in conformance with the Texas Manual on Uniform Traffic Control Devices (TMUTCD). The Traffic Operations Division is responsible for the maintenance of approximately 7,500 signs and their replacement is triggered by routine inspection, citizen concerns, or by other means. Due to normal wear, a sign has an approximate life of 10 - 12 years before it has to be refurbished. If the concern involves a stop sign or yield sign, a sign crew is dispatched immediately. The sign truck is always equipped with an inventory of regulatory signs ready to be installed. For other regulatory signs, replacement times will be within 30 minutes from the time it is dispatched. Other types of signs are replaced the same working day. The sign shop is equipped with state of the art sign-making equipment, stocked with all necessary hardware, and reflective sheeting need to make any sign; any traffic sign can be made within 30 minutes the same working day. In the past, signs had to be ordered and it took an average of three weeks for delivery. Signs that took three weeks to be delivered also cost three times as much as making the sign in-house.

Service: Emergency Response

In case of a traffic incident, the Traffic Operations Division will respond with the traffic response trailer to assist the Police Department and the Fire Department in emergency situations where mitigation of traffic congestion and traffic control required. The traffic response trailer is equipped with traffic drums, cones, barricades, temporary stop signs, and will be in route to location within 30 minutes. When we barricade the roadway and detour traffic, the first responders are able to safely operate without fear of coming in contact with traffic. The Division will also manually operate traffic signal intersections near an incident scene to relieve congestion that may have been a result of the incident. In cases where a

loss of commercial power occurs, Uninterruptible Power Supply (UPS) units have been installed in all signalized intersections. UPS systems enhance the safe operation of signalized intersections in the event of a power outage for up to four to six hours. For longer duration outages, an emergency response trailer equipped with ten generators will be deployed to power traffic signals. These services are available within the incorporated City limits and the ETJ 24 hours a day, 365 days a year.

Service: Engineering

Major activities included under engineering are assistance in the city's CIP projects specific to the implementation of the City's five year ITS Operations Plan, traffic infrastructure rehabilitation, and data collection and analysis. In addition to these activities the division also performs traffic studies as necessary.

Activity: CIP Projects

Projects involving the complete replacement of a traffic signal installation or the installation of a new traffic signal are funded through the CIP. Engineering design work is performed by engineering consultants and managed by Traffic Division staff. The construction work is advertised for bids and constructed by contractors. Due to traffic signals being in a specialized field, the division will perform all inspections. This requires several years of experience and at a minimum the inspector should have a Traffic Level II Certification from International Municipal Signal Association. CIP projects involving intersection capacity improvements and access management also require the Traffic Division's involvement.

Activity: Traffic Studies

The Division is responsible for all traffic related concerns within the City. Depending on the situation, the Traffic Division may require a study be conducted according to the guidelines set in Texas Manual on Uniform Traffic Control Devices (TMUTCD) or the Highway Capacity Manual. Traffic Impact analysis, speed studies, cut-through traffic, traffic signal warrants, all-way stop warrants, and site distance studies are some of the types of studies that are conducted to address any traffic concerns with the best possible resolution. These studies are performed by the Traffic Division Engineering Staff and Engineering consultants contract by the Division depending on the complexity, studies are finalized within 60 days of initial request.

Activity: Data Collection & Analysis

The Division collects all types of traffic data. We are equipped to collect turning movement counts, speed counts, volume counts, classification counts, etc. The Division also has the latest data collection software. These counts are collected for all types of traffic studies and are used by staff to make recommendations and modifications. This data is also used to perform signal timing optimizations.

Service: Authorize and Permit Right-of-Way Use/Work Permits

The Traffic Engineering and Operations Division reviews applications to construct, place, maintain or operate any line, wire, pipe, conduit, equipment, structure or facility in a public right of way.

The Division then issues a permit if the application is in compliance with the Urban Beautification Policy and Ordinance No. 1070. Utilities Department staff locates utilities for permit holder to help minimize any damage to public water, wastewater and sewer lines. Utilities can be located within 2 days of the permit being issued. Public Works staff is currently inspecting permitted work sites in a reactionary mode that would equate to approximately 5% of permitted work sites. Public Works staff is responsible for ensuring the permittee is observing proper traffic control according to the TMUTCD, public infrastructure design standards, job site safety compliance and restoration requirements. The Traffic Operations Manager can issue a written "Stop Work Order" or revoke permits for violations to the ROW Management Policy and/or Ordinance No.1070. Future plans include digitizing the permit issuing and mapping process.

Service: Street Lighting Management

CenterPoint Energy services are performed as part of a franchise agreement. The City elects to provide street lighting to light City roadways. The City currently pays electrical and maintenance costs for approximately 7,000 streetlights. Traffic Engineering and Operations reviews and approves new lighting systems and proposed upgrades to current lighting systems in accordance with the City's design standards. The City allotment provided by CenterPoint Energy is utilized to offset costs of upgraded systems. The Traffic Division coordinates with CenterPoint Energy to have lights installed and billed appropriately. The Division is currently also working on a program to convert privately operated and maintained street lighting systems in neighborhoods to City operated system.

The City is also responsible for the maintenance of the continuous roadway lighting that are installed on freeways and state routes within the City limits. The maintenance contract for City continuous lighting systems is bid to external vendors and supervised by the Traffic Division. The Division is in the process of converting a small section on US 59 over the Brazos River to LED lights. The LED fixtures will help save the City money due to lower maintenance and electricity costs.

Requests for streetlight outages or repairs are tracked through the HEAT system. When the calls are received, the secretaries enter the pole number provided by the resident into the CenterPoint website. Some citizens choose to report the information to CenterPoint themselves.

Service: Traffic Signal Timing & Responsive Signal System

The Signal Optimization and Responsive Signal System Program is a coordinated effort designed to make the most efficient use of our City's traffic signals by improving traffic signal timing, gathering up-to-date traffic data, and taking advantage of new technologies. When implemented and maintained correctly, traffic signal timing efficiently and safely moves traffic, reduces stops, and reduces driver frustration while at the same time providing for safe and efficient pedestrian activity. There are six synchronized

corridors that can run up to 12 different plans throughout the day depending of the traffic volumes. During the peak travel times, the intersections switch to one of these plans to accommodate for the heavy flow of traffic. In addition, the City's Traffic Management Center has the capability to remotely make timing changes.

SERVICE LEVEL EXPECTATIONS

Program: Traffic	
Service (Activity)	Service Level Expectation
Traffic Control Device Maintenance and Management	<i>Service Levels as Defined by Activities Below:</i>
<i>Pavement Markings</i>	Replace worn and/or damaged pavement markings within a week
<i>Traffic Signal and Wayside Horn Maintenance</i>	Respond to all traffic signal concerns complaints within 30 minutes.
<i>Sign Maintenance</i>	A sign crew is dispatched immediately if the concern/complaint is for a stop sign and yield sign. For other regulatory signs they are considered call out signs and will be replaced within 30 minutes from the time it is dispatched. Other types of signs are replaced the same working day.
Emergency Response	Respond as needed with a 30 minute response time during normal working business hours, 60 minutes for call-ins and after hours.
Engineering	<i>Service Levels as Defined by Activities Below:</i>
<i>CIP Projects</i>	Manage CIP projects to make sure they are built according to City, State, and TMUTCD Standards
<i>Traffic Studies</i>	Traffic studies will be completed within 60 days
<i>Data Collection</i>	Collect data within 14 days of request.
Authorize and Permit Right-of-Way Use/Work Permits	Issue permits within 2 business days of when a completed application is submitted.
Street lighting Management	Manage new Street lighting agreements/designs according to City Standards; Continuous Roadway Lighting failures within 7 days
Traffic Signal Timing & Responsive Signal System	Respond to requests within 30 minutes.

PROGRAM SUMMARY

The Facilities Management Division manages a Maintenance and Improvement Program, retirement of assets, immediate repair, facility renovations and special projects. This division maintains approximately 60 city facilities, and sites that cover 575,774 square feet and are located throughout the City of Sugar Land. Services provided include a vast array of functions and services.

The division performs routine inspections of facilities and systems including structural, mechanical, electrical, plumbing, security and life safety, and lighting. The Division places importance on preventative maintenance techniques that contribute to systems operating efficiently and help to prolong a system's useful life.

SERVICES AND SERVICE LEVELS

Service: Customer Service

Customers request repairs and maintenance service by telephoning the work order phone line. A work order is entered in the HEAT system and work order responses are categorized for priority. The requestor receives a confirmation email. Per policy, the Facilities Management Division responds to all requests in a prioritized manner:

Level 1: Emergency situations involving potential safety issue, hazardous work environment, damage to buildings, or work stoppage. These types of requests may include security repairs, fire alarm, security alarm, open/close building, door repairs, electrical outage, plumbing, leaks/stoppage, etc.) The target response time for level one issue is 15 minutes.

Level 2: These requests need to be addressed immediately, but are not considered an emergency. Examples include A/C testing or repairs assessments, lighting repairs, appliances, floor repairs, pipe repairs or repairs assessments, construction repairs, pest control, janitorial, badges, etc. The target response time for level two issues is 24 Hours.

Level 3: Low priority tasks such as moving furniture, pick up or delivery, picture hanging, installations pressure washing, conference room set-ups, touch-up painting, ceiling tile repairs, etc. The target response time for level three issues is 72 Hours

Immediate assistance is provided for emergency situations involving potential safety issues or damage to buildings. Priorities are determined by the nature and severity of the emergency and are at the discretion of the Facilities Division.

Examples of the types of services the Facilities Division provides are as follows:

- Light Bulb Replacement: Fluorescent light bulbs or any other bulbs which cannot be changed easily (does not include standard bulbs used in lamps).

- Electrical problems pertaining to outlets, no electricity, non-operational lighting fixtures, etc.
- Plumbing related problems/issues to include stoppages, leaks, fixture repair, new fixture installation, etc.
- Elevator repairs.
- Air conditioning or heating related issues/problems to include no a/c or heating, not heating or cooling properly, inoperative thermostat, etc.
- Manage the re-arranging of bulky or heavy furniture/fixtures, moving of bulky or heavy furniture/fixtures from one location to another and like requests. Occasionally requests are handled in house though the majority are addressed via contract. The requesting party funds such requests.
- Pick Up and Transport of archived material
- Building Security: This division is the first contact in maintaining the City's access control and monitoring system. Respond to any disruption or problem areas and diagnose. Work with vendor and Information Technology to maintain at operational standards. Review and implement needed modifications or expansions.
- Parking lot striping and overall parking lot maintenance coordination including fencing and signage.
- Appliance replacement coordination.
- Reasonable/minor furniture repair/enhancement such as tightening of bolts or screws, installing a keyboard holder, etc.

Normal business hours are from 7:00 a.m. through 5:00 p.m. Monday through Thursday, and 8:00 a.m. through 5:00 p.m. on Friday. After hours service is provided seven days a week through an on-call operator. For assistance after hours, employees call the Facilities Management main number at 281-275-2450. The answering service will answer all calls and will contact the on-call staff member who will return the call within 15 minutes to obtain information regarding the nature of the emergency service request.

Service: Facility Renovations

The Facilities Division is responsible for the planning and implementation of facility rehabilitation and renovation projects included in the Capital Improvement Program as well as those funded by other departments through their operating budget. The Division oversees and coordinates space allocation per departmental needs and facility standards. This is accomplished by meeting with the requesting department to develop budget requests or to develop projects within the requesting department's existing budget. The division is currently in the process of updating the facility renovation policy to guide departments through the renovation process.

Service: Contract Management

The Facilities Division manages a series of contracts: landscape contract, janitorial contract, pest control contract, copier contract, uniform contract for non-public safety as well as others listed below. Also, the division is responsible for the initiation, process, monitoring, and follow through completion of contracts or agreements for City-wide outsourced services, which is attached in the index. The program coordinator typically oversees 45 contracts a year.

Service: Courier Services

The division is responsible for pick-up and delivery of mail related items for all appropriate City facilities and the post office. Coordinate daily activities to provide pickup and delivery of mail to all City facilities, process large mailings, operate various mail equipment, and coordinate with the United States Postal Service. Courier Services also manages the transportation of archived material as well.

SERVICE LEVEL EXPECTATIONS

Program: Facilities Management	
Service (Activity)	Service Level Expectation
Customer Service	Respond to 100% of requests for service within the allocated response time per prioritized level. Level 1, Emergency - 15 Minutes Level 2, Immediate need but not Emergency - 24 Hours Level 3, Low Priority - 72 Hours
Facility Renovations	90% of projects completed on time and within budget.
Contract Management	Manage 100% of facility contracts by staying within the contracted amount and renewing contracts before expiration.
Courier Services	Deliver mail to 100% of city facilities 5 days a week.

PROGRAM SUMMARY

The Fleet Services division maintains approximately 400 vehicles and pieces of equipment at various service levels. The direct service costs are charged to the user department via the HTE work order system. The garage currently has six service bays and four vehicle lifts, one portable lift system for Fire Apparatus and heavy equipment, and one lift specifically designed for wheel alignment and testing.

Normal business hours are from 7:00 a.m. through 5:00 p.m. Monday through Thursday, and 8:00 a.m. through 5:00 p.m. on Friday. After hours service is provided seven days per week through an on-call mechanic. The following list of services provided is intended to relate good general knowledge of this division's scope of work. This is a general list of the services provided for the City's vehicles and equipment:

- Preventive maintenance on vehicles and equipment
- State inspections
- Tire repairs/replacement
- Brake work
- Suspension work
- Wheel alignments
- Air conditioning repair and service
- Minor welding
- Installation of auxiliary equipment (ex. lights, sirens, PA systems, video, radar and radios)
- Service fire apparatus
- Service all auxiliary equipment on fire apparatus
- Electrical repairs
- Hydraulic repairs
- Service small/minor equipment (chain saws, blowers, weed eaters, etc.)
- Lift Station pumps

SERVICES AND SERVICE LEVELS

Service: Customer Service

Customer request for repairs or maintenance services can be made by walk-in, by telephone (ext. 2450), or by e-mail. Fleet Services initiates the work order process by entering the work request into the HTE system. The work order is then assigned to a technician/mechanic. After the diagnosis of a problem, it may be determined that parts are needed for repairs. If the diagnosis is an expensive issue, greater than \$800, the division provides a quote to the requesting department by e-mail or phone.

After the department authorizes the repair, parts are ordered and the work is performed. Upon completion of the work, the unit is tested to ensure proper working condition and the department is notified that the unit is ready. Finally, the information is entered into the HTE system and the department is charged. The Fleet Services Division's primary goal is total customer satisfaction. This is

accomplished by a staff thoroughly trained and equipped to manage a wide variety of vehicles and equipment.

Normal business hours are from 7:00 a.m. through 5:00 p.m. Monday through Thursday, and 8:00 a.m. through 5:00 p.m. on Friday. After hours service is provided seven days a week through an on-call operator. For assistance after hours, employees can call the Facilities Management main number at 281-275-2450. The answering service will answer all calls and will contact the on-call staff member who will return the call within 30 minutes to obtain information regarding the nature of the emergency service request.

Service: Preventive Maintenance

Maintain all City-owned vehicles and equipment to the level that provides optimum, reliable usage that extends the life of vehicles and equipment with minimum repair/maintenance downtime or cost. Provide basic maintenance such as oil and filter changes, chassis lubrication, checking fluid levels and tire pressure within 24 hours. Ensure preventive maintenance as well as State Inspections are completed on all vehicles as scheduled. Work with various departments in scheduling vehicles for service. Ensure dealerships perform required service per manufacturer's standards and ensure minimum downtime for the vehicle. If need be, a Fleet Division sourced loaner vehicle will be provided to the vehicle owner.

Service: Part Replacement

Provide minor in-house repairs such as replacement of water pumps, gaskets, fuel pumps, tires and brakes. Ensure minor repairs and replacements are performed according to manufacturer's requirements. If need be, a Fleet Division sourced loaner vehicle will be provided to the vehicle owner.

Service: Major Repairs

Provide repairs such as engine overhauls and rebuilding of transmissions. Utilize outside vendors to provide services also including body work, motorcycle repair, and painting of vehicles or equipment. Ensure service is performed within manufacturer's requirements. Minimize the number of vehicles returned for duplicate repairs. If need be, a Fleet Division sourced loaner vehicle will be provided to the vehicle owner.

Service: Fleet Replacement

Manage the Fleet Replacement Policy. Evaluate and recommend replacement of appropriate City-owned vehicles and equipment with the result of achieving adequate useful life while maintaining unit integrity. Perform work needed to place vehicles into service once received by the City. Using a comprehensive check system based on specific criteria, determine which vehicles and/or equipment should be replaced in given fiscal year. Install equipment, radios and vehicle markings on emergency vehicles.

Service: Fuel Management

The division provides unleaded and diesel fuel to the City's fleet and reports the charges for fuel by each department to accounting weekly. The division also ensures proper operation of fuel equipment, provides for proper tracking and charging of fuel inventory to departments, ensures sufficient fuel levels at all times, and arranges for emergency fuel supply in case of natural or man-made disaster response needs.

SERVICE LEVEL EXPECTATIONS

Program: Fleet Maintenance	
Service (Activity)	Service Level Expectation
Customer Service	Initiate work order requests within one workday of receipt.
Preventive Maintenance	Ensure each vehicle received basic preventive maintenance service as required by the manufacturer.
Part Replacement	Ensure minor repairs and replacements are performed according to manufacturer's requirements or as needed.
Major Repairs	Ensure major repairs and replacements are performed according to manufacturer's requirements or as needed.
Fleet Replacement	Manage the annual fleet replacement according to the criteria established in the Fleet Replacement Policy.
Fuel Management	Report the charges for fuel by each department to accounting weekly. And ensure sufficient fuel levels at all times, and arrange for emergency fuel supply in case of emergency response needs.

ANIMAL SERVICES - 1456

PROGRAM SUMMARY

It is the mission of the City of Sugar Land Animal Services Division to protect public health and welfare while enforcing humane animal treatment in accordance with City of Sugar Land's ordinances and county, state and federal regulations. It is also our mission to provide safe, humane shelter for unwanted, stray, abused and impounded animals and to educate the public about responsible animal care, pet ownership and living with wildlife in hopes of reducing the number of unwanted animals in the community.

Animal Services Staff is on call and available 24 hours a day. The Animal Shelter is open to the public 8:00 am to 5:00 pm Monday thru Friday, Thursday until 7:00 p.m. and Saturdays 10:00 a.m. to 2:00 p.m. During normal business hours, animal service officers maybe dispatched from the Animal Shelter. Any afterhours dispatch is received from the City's Police Department Dispatch.

There is also an Animal Services Advisory Board consisting of five members, two of which are staff. This board meets at least 3 times per year. The board is State mandated.

SERVICES AND SERVICE LEVELS

Service: Shelter Operations

The Animal Services Division manages and operates the City's Animal Shelter to ensure the care of animals received. Shelter operations include animal impoundment, adoptions, volunteer assistance, cleaning and feeding, Veterinary services, lost and found, outreach and education, and customer service.

The Animal Shelter is open to the public 8:00 am to 5:00 pm Monday thru Friday, Thursday until 7:00 p.m. and Saturdays 10:00 a.m. to 2:00 p.m. Staff also provide essential needs for the animals on Saturday and Sunday mornings.

Activity: Animal Impoundment

These are all animals that come into our shelter, whether they are brought in by a resident as a stray or found animal or by one of our officers. All impounds are assigned an incident number and put in an isolation area. The animal stays in isolation for 72 hours if it has no form of identification (tag, tattoo, or microchip) and 120 hours if it does have identification.

During this time the animal is made comfortable, provided veterinary care if needed and maintained through its holding period. All attempts are made to find the owners calling on tags, microchips and tattoos, calling local veterinary clinics, driving neighborhood for signs, checking with other agencies, checking Craig's list, Petfinder, fidofinder, tabby tracker and pets911 websites. If an owner can be found, the dog or cat may be reclaimed with proof of rabies, a driver's license and payment of impound

fees. If no owner can be found, the animal must pass a behavior and health evaluation to move to adoption.

Lost and Found reports are taken over the phone or per e-mail. They are checked with reports on file and with animals that are here at the shelter. We take steps to educate owners on what they do to find their missing pets and other area shelters they can check. The staff monitors webpages and postings to help reunite lost pets with owners.

Activity: Animal Adoptions

Dogs moving from impound to adoption go through a thirty-minute evaluation process that tests their level of socialization, prey drive and aggression. All dogs are also tested for heartworms. When a dog tests positive for heartworms, moderate and severe cases are x-rayed to check for damage caused by the heartworms and only candidates for treatment are moved to adoption. Once moved to adoption they are given all vaccinations, heartworm preventative, checked for intestinal parasites and given flea treatment. Once moved to adoption, they are also eligible to be walked by volunteers and are fitted with a harness.

Cats are tested for Feline Leukemia and negative cats are moved to adoption. Once moved to adoption, they are given all vaccinations, checked for intestinal parasites and given flea treatment. Once moved to adoption, they are also eligible to be handled by volunteers.

Prospective adopters can visit with animals in one of our playrooms, bring a pet from home to see if their pet and the prospective new one will get along, fill out paperwork for a sleepover or fill out adoption paperwork. All animals leave with vaccinations (if old enough), microchip and spaying and neutering (if old enough). Adoptable pets are also posted on website such as Petfinder and fidofinder.

Activity: Volunteer Assistance

Our volunteers play a supportive role in our organization. The volunteers want to work with the animals, which is a big help to the staff. Some of the jobs they do include, cleaning, answering the phone, dog bathing, cat grooming and playing, pet picture taking and dog walking. This helps to give the animals a break from their cages, be exposed to new faces and get some exercise and socialization.

Activity: Cleaning and Feeding

It typically takes three hours every morning to clean all animals being housed in the shelter, cat adoption, dog adoption, cat isolation and dog isolation areas. This includes the cleaning of cages, feeding, doing the dishes and the laundry and sweeping and mopping of floors. On some days there will be up to 8 loads of laundry that need to be done throughout the day. The animals are spot checked throughout the day and then they are fed and cleaned again in the afternoon – almost 5 hours of cleaning per day. These services are provided Monday through Friday from 8 a.m. to 5 p.m. and Saturday & Sunday mornings.

Activity: Veterinary Services/ Health Evaluations

Veterinary Services are contracted with a veterinarian. The veterinarian is used on a regular basis for animals in the shelter's care. The Veterinarian comes every Wednesday to do rounds at the shelter. At this time he gives all rabies vaccines and does all euthanasia. He will also see any other animals needing follow-ups or any animals having issues. One of the staff members will assist him during this time. He will go over treatments and any medications to be given.

The Veterinarian also conducts our yearly inspection that must be done according to state law and filed with the Department of State Health Services. The staff is responsible for veterinary care in between vet visits, making sure all animals remain healthy, receive all their shots, are treated for fleas, stay clear for intestinal parasite, all dogs get their monthly heartworm preventative, all medications are given and all medicated baths are done. In emergency situations, an animal may also be transported to a vet.

Activity: Outreach and Education

There are lots of teachable moments we use to educate the community about animal issues and responsible pet ownership. This is done on the phone when citizens call in, on the street when on calls, in the shelter when people come in, at special events, on our webpage and any other place we can fit it in. We get requests to go to schools, service clubs, special events, and for people to come into the shelter for tours.

Activity: Customer Service and Answering Phones

Our division has a lot of customer contact whether it be greeting guests when they walk in to the shelter, taking complaints, answering questions, listening to concerns, handing out necessary information (volunteering, low cost spay/neuter, surrenders, etc.), directing them to adoptable cats and/or dogs, helping with adoption/sleepover/impound paperwork, taking trap requests or taking messages for officers. Our division also receives several e-mails that need to be responded to and information that needs to be sent out. We also receive several phone calls a day from residents and dispatch calls to the officers in the field from the shelter.

Service: Field Operations

The Animal Services Division provide dead animal removal, local rabies control, enforcement, animal response, and rescue, wildlife calls, and humane trapping. Animal Services Staff is on call and available 24 hours a day. During normal business hours, animal service officers maybe dispatched from the Animal Shelter. Any afterhours dispatch is received from the City's Police Department Dispatch.

Officers rotate on call duty and a schedule is provided to Dispatch each month. Most frequent call outs deal with bites, injured animals, and "vicious" dogs running at large. Officers take their city vehicles home to aid in a quicker response time. Officers usually arrive on scene anywhere from 15 to 35 minutes depending on traffic and which area of town the call is in.

Activity: Dead Animal Removal

This division is responsible for removal of dead animals from both public and private property including roadways, except for on major highways which is the responsibility of TxDOT. All animals are transported back to shelter and domestic animals are photographed for identification in case an owner comes forward and the lost reports are checked for matches. Any animal wearing tags is immediately followed up on, if an owner can be found, they are contacted immediately. All animals are stored in a freezer until cremated. The city contracts with a crematory for this service.

Activity: Local Rabies Control

Animal Services acts as the rabies authority for our city. We are tasked with preventing the spread of the rabies virus in our area. In most cases we do this by investigating animal bites. Officers investigate animal to animal bites and animal to human bites.

Vaccinations are verified on all animals and an appropriate quarantine period is set up. The quarantine can be at home or at a veterinary clinic depending on the circumstances. Witness statements and photos are secured. Animals may be sent to the rabies lab for testing. Quarantine periods range from 10 days to 90 days depending on the case.

Activity: Enforcement, Animal Response and Rescue

The biggest part of Animal Service's job is enforcement. The City of Sugar Land has a number of ordinances pertaining to animals. Ordinances address dogs and cats running at large, transporting animals in open bed trucks, unreasonably noisy animals and dangerous animals. Animal Services enforces city ordinances as well as county, state, and federal animal-related regulations.

Animal Services responds to complaints and proactively patrols for ordinance violations. The most common violation is animals running at large.

Officers also respond to injured animal calls both domestic and wild. Calls might include a deer stuck in a wrought iron fence, a feral hog stuck in someone's back yard, a dog hit by car, baby kittens under a construction trailer, etc. Animals are transported to the shelter, veterinary clinic or wildlife rehabber for care.

An Animal Services Officer is available 24 hours a day. They can be dispatched from the office during normal business hours Monday through Friday from 8:00 am until 5:00pm and any other time by Police Dispatch. Officers rotate on call duty and a schedule is provided to Dispatch each month.

Most frequent call outs deal with bites, injured animals, and "vicious" dogs running at large. Officers take their city vehicles home to aid in a quicker response time. Officers usually arrive on scene anywhere from 15 to 35 minutes depending on traffic and which area of town the call is in.

Activity: Wildlife Calls

Officers will respond to wildlife calls ranging from ducks in the pool, ducklings in a storm drain, snakes in the garage, birds in the chimney, alligators, etc. We also go out and do assessments on a house where they are seeing opossums or skunks, etc. and talk with the homeowner on ways they can deter animals from entering their yards, for example, taking bird feeders down at night, not feeding their animals outside at night, composting in a closed container, etc. Most wildlife is relocated, sick or injured wildlife is taken to the veterinarian or wildlife rehabilitator.

Activity: Humane Trapping

The Animal Services Division loans out live humane traps to residents for them to trap nuisance wildlife and feral cats. These traps are on loan for ten business days. The traps are delivered to the resident's door with instructions on how to use the trap and what to bait it with. When a resident traps anything, they can give us a call and we will come out and either impounds the animal, if it is a cat or relocates it if it is wildlife. The trap is then returned to the resident for the remaining ten days or discontinued if they trapped what they meant to and no longer need a trap. Animal Services also contracts with a wildlife trapper for feral hog removal.

SERVICES AND SERVICE LEVELS

Program: Animal Services	
Service (Activity)	Service Level Expectation
Shelter Operations	<i>Service Levels as Defined by Activities Below:</i>
<i>Animal Impoundment</i>	Ensure all impounds are assigned an incident number and put in an isolation area.
<i>Animal Adoptions</i>	350 adoptions annually.
<i>Volunteer Program</i>	3,000 hours given by volunteers annually.
<i>Cleaning& Feeding</i>	Ensure 100% of animals, Cat Adoption, Dog Adoption, Cat Isolation and Dog Isolation areas are cleaned once a day.
<i>Veterinary Service/Health Evaluations</i>	Ensure 100% of animals receive appropriate vaccinations and preventive maintenance.
<i>Outreach & Education</i>	Will provide 12 education programs annually.
<i>Customer Service & Answering Phones</i>	Respond to telephone calls and emails within one workday of receipt.
Field Operations	<i>Service Levels as Defined by Activities Below:</i>
<i>Dead Animal Removal</i>	Respond to requests within 24 hours of dispatch during the work week, 72 hours over the weekend.
<i>Local Rabies Control</i>	Ensure vaccinations are verified on all animals and an appropriate quarantine period is set up.
<i>Enforcement, Animal Response, & Rescue</i>	Calls will be responded to within 20 minutes upon dispatch on after hour calls (does not include multiple call outs).
<i>Wildlife Calls</i>	Calls will be responded to within 20 minutes upon dispatch on after hour calls (does not include multiple call outs).
<i>Humane Trapping</i>	Traps will be delivered on a first come, first serve basis within 3 business days of request 90% of the time.

SOLID WASTE/ENVIRONMENTAL - 5010

PROGRAM SUMMARY

The division is responsible for daily residential solid waste management, contract negotiations, customer service, and education. The division also manages the commercial solid waste program and solid waste for City facilities. Other services provided by the division include managing nearly all environmentally related City programs and initiatives such as education, KSLB contract, public events, sustainability, and environmental regulations. The division is also responsible for debris management side of emergency management, clean-up after a natural disaster.

SERVICES AND SERVICE LEVELS

Service: Commercial Solid Waste Program

The Solid Waste Division manages a licensing and fee based program that is required of any company that provides solid waste services in Sugar Land. The division performs yearly dumpster audits, monitors licensing of companies (25-40), quarterly invoicing, record keeping, complaint investigation and response, and enforcement of City Ordinances. The division also monitors community needs and national trends to initiate service changes and implement service level changes.

Service: Solid Waste and Recycling Program

The Solid Waste Division manages the City's residential solid waste and recycling contract, the City facility solid waste and recycling contract, and three recycling drop-off centers. The division monitors the solid waste contractor to ensure the appropriate service levels are provided and contractual obligations are met. Residential areas and City facilities are also monitored to ensure proper guidelines are followed. Customer services issues and complaints are investigated immediately and typically resolved within 24 hours.

Recycling drop-off centers are located at: 111 Gillingham Lane, 113 Gillingham Lane, and 4802 Scenic Rivers Drive. These centers provide recycling opportunities for multi-family residents who do not receive recycle services and small businesses. It is an additional resource to our community for items that cannot be recycled via the curbside recycling program such as tires and cooking oil. The division ensures that the City's recycling centers are well-maintained by monitoring collection by the contractor, picking up debris, and auditing illegal dumping.

The division also monitors community needs and national trends to initiate service changes and implement service level changes.

The Solid Waste Division is responsible for monitoring for compliance with the City Ordinances and local, state and federal regulations pertaining to solid waste. The Division proactively monitors the City and its

recycle centers for ordinance violations and illegal activity. The goal is voluntary compliance but if needed the division will initiate the prosecution of violators.

Activity: Education

Public education plays a major role in the solid waste and recycling program. The division provides public education and outreach for a variety of topics including but not limited to: solid waste program guidelines, importance of recycling, solid waste minimization, household hazardous waste, air quality, and energy efficiency. This division coordinates environmental outreach programs and special events with Keep Sugar Land Beautiful (KSLB) through a services contract.

Service: Earth Day Celebration event

The Solid Waste Division organizes the annual Earth Day Celebration event. The event includes a recycling collection event for electronics and paper shredding. The division manages all aspects of the event including planning, event activities, and event data tracking. The Division assures that every avenue possible is taken to notify residents of the events and provide them with quality services at the event.

Service: Environmental Regulation Monitoring and Preparedness

The Solid Waste Division represents the City on all non-utilities related environmental rules, mandates, and programs. These services include the following:

- Monitor regulation changes
- Educate management of future requirements
- Plan for and implement projects/programs to meet requirements
- Provide Public Education

Service: Debris Management

The solid waste division is in charge of coordinating the development and management of contractual agreements for debris management in the event of a natural disaster. After a disaster occurs the division is responsible for all aspects of debris removal services.

Preparedness includes but is not limited the following:

- Monitor FEMA regulation changes
- Provide internal and external education
- Contract development and management
- Regional coordination (Fort Bend County, HGAC)

Response includes but is not limited the following:

- Activate contracts
- Interaction with FEMA, FHWA, TCEQ, Contractors, etc.
- Assess debris
- Develop clean-up plan
- Provide internal and external education
- Manage and monitor collections: Service issues and Debris site

Service: HAZMAT Response

The solid waste division is in charge of coordinating the development and management of contractual agreements for HAZMAT response in the event of a hazardous waste incident where the City is at fault or the responsible party cannot be located.

Preparedness includes but is not limited the following:

- Provide internal education
- Contract development and management

Response includes but is not limited the following:

- Activate contract
- Manage and monitor mitigation
- Interaction with Fire, Police, TCEQ, Contractors, etc.
- Provide internal and external education as needed

Service: Contract Management

The Solid Waste Division manages the following contracts: residential solid waste contract, City facilities solid waste contract, debris management contract, on-call HAZMAT response contract and the Keep Sugar Land Beautiful contract. The division is responsible for the initiation, process, monitoring, and completion of contracts or agreements.

SERVICES AND SERVICE LEVELS

Program: Solid Waste/Environmental	
Service (Activity)	Service Level Expectation
Commercial Solid Waste Program	Ensure the City receives appropriate fees quarterly and responds to customer complaints and ordinance violations within 24 hours of notification.
Solid Waste and Recycling Program	Ensures the contractor provides the appropriate service level and Service issues and complaints are handled with immediate concern and are typically resolved within 4-hours.
Earth Day Event	Host the annual Earth Day Celebration event.
Environmental Regulation Monitoring and Preparedness	Ensure compliance of all environmental regulations applicable to the City.
Debris Management	Ensure the City is prepared to provide debris management services following a natural disaster.
HAZMAT Response	Ensure the City is prepared to provide HAZMAT mitigation services in the event of a hazardous waste incident.
Contract Management	Manage contracts by staying within the contracted amount and renewing contracts before expiration date.